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HUMAN RESOURCES MANAGEMENT: IMPLEMENTATION OF THE SECRETARY-GENERAL'S STRATEGY FOR THE MANAGEMENT OF THE ORGANIZATION'S HUMAN RESOURCES AND OTHER HUMAN RESOURCES MANAGEMENT ISSUES

Report of the Secretary-General

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SUMMARY

The Secretary-General's strategy for modernizing the management of the Organization's human resources, as supported by the General Assembly at its forty-ninth session, has been the cornerstone on which the Secretariat has worked to build a performance-driven, service-oriented culture and supportive work environment that encourages improved managerial skills and increased managerial responsibility and effectiveness through increased delegated authority, responsibility and accountability, as well as optimal individual staff performance, and, thereby, improved organizational performance.

In the uncertain environment of budgetary and staff reductions experienced in the implementation of General Assembly resolutions 50/214 and 50/215, the challenge of organizational change has taken on an added dimension: bringing the Organization, its staff and management, through the painful process of staff and budget reductions while maintaining the focus on positive organizational change for the future.

The present report reflects the challenges confronted over the past 18 months and the efforts to effect the human resources measures required in implementing the 1996-1997 programme budget, including areas where resultant delays have occurred in the delivery of strategy components. It highlights where success has been achieved, where adjustments need to be made, where action can perhaps not be taken, and the need for guidance and support from Member States.

With reference to stated expectations, the report demonstrates how implementation of the strategy has focused on facilitating action and encouraging change through a managed system of increased delegation of authority for human resources and benefits administration to programme managers, as well as the introduction or strengthening of human resources management systems and support in such areas as planning, personnel recruitment, placement and administrative support, performance appraisal and management, staff development and career support, and strengthening the people management skills of programme managers throughout the global Secretariat.

Finally, it describes the evolving role of human resources management, at the organizational, departmental and individual programme manager levels, seeking Member State support and guidance in setting a strategic vision for the future and continued advancement of human resources management as perhaps the most critical element of management reform in building a United Nations global Secretariat that possesses strong, yet flexible, systems that enable managers to manage, encourages optimal staff contribution and sets the highest performance standards in serving the international community.

I. INTRODUCTION

1. The Secretary-General's strategy for the management of the human resources of the Organization, 1/ as endorsed by the General Assembly in its resolution 49/222 A of 23 December 1994, established an agenda for creating a new management culture and work environment to encourage improved organizational performance. This is to be accomplished by introducing new or strengthening existing systems and policies to maximize individual staff performance and create efficiency and other opportunities to contribute to the work of the Organization. Anchored in General Assembly resolution 47/226 of 8 April 1993, the strategy provides a framework for integrated action at the global Secretariat level, building in delegated authority and concomitant responsibility to empower managers to act at the departmental level. This enhancement of the worldwide Secretariat is intended not only to respond to individual departmental aims and needs, but also to build a "corporate" body better able to respond in a coordinated manner to evolving mandates and priorities set by Member States. The strategy also recognizes the critical role of Member States in providing the necessary guidance and support. Important guidance has come from General Assembly resolution 49/222 A, resolution 49/222 B of 20 July 1995, and subsequent resolutions and decisions on various human resources management issues. 2/

2. As the Secretary-General's driving agent of change in this area, the Office of Human Resources Management has taken into account the views of Member States, and has actively sought the cooperation of managers at all levels in working to create the synergy required at all organizational levels to build the management culture and work environment needed to optimize staff and organizational performance and move the United Nations forward on the path of organizational reform.

3. Developing a supportive human resources management culture and environment in a global Secretariat, even in an organization that enjoys a stable financial footing, is a long-term (5- to 10-year) endeavour. With the Organizations's cash flow and budgetary crises of the past 12 months, the Office of Human Resources Management has had to divert not only much of its attention, but also a good deal of its already limited and recently further reduced human resources to responding to the mandates of General Assembly resolutions 50/214 and 50/215 of 23 December 1995 and mitigating the impact of significant resource reductions on programme delivery as well as on staff morale and productivity, including time required for staff-management communications and consultations. This has delayed delivery of a number of strategy components.

4. The present report addresses the implementation of the strategy and points the way for its further implementation, indicating where adjustments are needed to continue on the path of organizational change and modernization of human resources management.

II. CHANGING THE MANAGEMENT CULTURE AND WORK ENVIRONMENT: DEVELOPING AND SUSTAINING HUMAN RESOURCES

5. Despite hiatuses necessitated by the cash flow crises of late 1995 and 1996, new systems and processes have been introduced in the areas of performance management, people management, career planning and support, as well as programmes for staff development aimed at upgrading skills and promoting positive attitudinal change for staff at all levels.

A. Performance Appraisal System

6. A key element in improving the management culture is the introduction of a system of performance management designed to facilitate work planning and prioritization, delegation, communication, feedback and performance monitoring, and to foster responsibility and accountability. An important performance management tool is the new Performance Appraisal System (PAS), which establishes an annual cycle of work planning that links staff work plans with those of their work unit, department and, ultimately, the Organization as a whole. The System covers all categories and levels of staff, up to and including the Under-Secretary-General level, as required by General Assembly resolution 49/222 A, section I, paragraph 6.

7. Between January 1995 and July 1996, some 10,500 staff at all duty stations participated in intensive PAS training. The remaining staff will receive training by the end of 1996. At offices away from Headquarters, training included a "train-the-trainer" component to develop the capacity at each duty station to continue PAS training and support for new staff. A self-instructional video, as well as detailed guidelines and reference materials, is being made available to reinforce training programmes.

8. As departments selected a performance cycle of either 1 January through 31 December or 1 April through 31 March to coincide better with their work programme, full departmental PAS implementation commenced on either 1 January or 1 April 1996. Where training delays have occurred, staff come under the System as they complete training. Delays in the initial training of the full complement of Secretariat staff and the impact on PAS implementation are directly linked to the Organization's financial constraints of the past year. After completion of one full performance cycle, the new system will be reviewed in the light of experience and revised, as necessary, to ensure that it is effectively meeting the performance needs of the global Secretariat.

B. Strengthening United Nations management and building leadership skills: the People Management Training Programme

9. Performance appraisal is, of course, not an end in itself, but rather an important managerial tool for improving manager and staff member performance and accountability. Equally critical to implementing real organizational culture change are strengthened leadership skills and managerial capacity. A key initiative in this regard has been the introduction of a mandatory People

Management Training Programme. Launched in July 1995, the Programme is being systematically implemented, beginning with all staff at the D-1 and D-2 levels. To promote gender balance and support measures to enhance the status of women in the Secretariat, each session has also included a number of women staff at the P-5 level, with managerial responsibilities. Groups have included both headquarters and non-headquarters staff, to encourage team-building as well as shared organizational goals and identity. As of July 1996, some 300 staff members from all Secretariat duty stations have participated in the Programme.

10. A four-day residential People Management Training Programme has been custom-designed for the United Nations. It is based on 10 managerial competencies considered essential for effective management in the international civil service environment. As part of the Programme, participants assess themselves and are assessed by their supervisors, peers and staff on how they are perceived in relation to these competencies. Aimed at providing managers with greater awareness of their own strengths and weaknesses and an enhanced capacity to manage effectively the human resources entrusted to them, the training is designed to support key elements of the human resources management strategy by developing skills and attitudes required to implement the new performance management system successfully; reinforcing the critical role of managers in career support and staff development; developing a greater sense of managerial accountability and responsibility; and promoting sensitivity to gender and diversity issues in the workplace.

11. Approximately six months after completing the training, a two-day, non-residential follow-up programme is held to review the progress made on individual action plans and assess the impact of the training. Some of the most commonly reported changes include: making greater efforts to involve and inform staff; providing staff with more feedback; working with and coaching staff who are underperforming; and seeking to fulfil managerial responsibilities in a more deliberate and conscientious manner. Three such follow-up sessions have been held, with 12 more planned.

12. The visible commitment and support of senior-most managers is critical to changing the Organization's management culture. To this end, in July 1996, the Secretary-General, his Chief of Staff and heads of department at Headquarters participated in a special senior management symposium. While incorporating the same management assessment instrument, the programme also utilized feedback received from the 300 director-level staff who had participated in the People Management Training Programme during the course of 1995 and 1996 on ways of achieving the desired change at all levels of management towards a people-oriented and performance-based management culture; developing a common understanding of their strategic leadership role in managing the Organization; and enhancing cross-departmental cooperation and collaboration. It is intended to involve heads of offices away from headquarters and assistant secretaries-general in a similar programme in the near future.

13. Systematic implementation of the People Management Training Programme for staff at the P-5 and P-4 levels will begin in autumn 1996, with the goal of training some 600 additional staff by the end of 1997.

14. Additional programmes have been developed to complement the People Management Training Programme. These include a programme in collaborative negotiation skills for staff at all levels, as well as a training programme in basic supervisory skills. The supervision programme, aimed at staff from the senior General Service through the junior Professional levels, covers such areas as planning and setting goals, motivating staff, giving and receiving feedback, delegating, problem solving and communicating. In addition, a specially designed programme on effective communication in the workplace is being designed for staff at all levels of the General Service category.

C. Staff development and career support

15. While strengthening the skills of the Organization's current managers, it is at the same time critical to develop future capacity through more systematic efforts to train and develop junior Professionals at the P-2 and P-3 levels entering through the national competitive or General Service to Professional examinations. There is also a need to provide more systematic training and development opportunities for all categories of staff throughout their careers, both to support individual development and to ensure that the Secretariat maintains the competence and flexibility required to meet the evolving demands on the Organization.

16. The roles and responsibilities of management in supporting staff development and providing career support are being actively promoted through people management training and reinforced in the implementation of the performance management system. The new PAS provides for a systematic discussion between individual staff members and their supervisors on future development needs, including the identification of training needs and career planning. The Organization is currently developing its database and planning capacities to support career and succession planning. The competencies underlying people management training are expected to serve as building blocks for progression to further levels of responsibility. The managed assignment processes, which are envisaged to encourage mobility within and among duty stations, will also be a key component of staff development.

1. Junior Professionals: building for the future

17. Beginning in 1997, it is planned to introduce a comprehensive programme of development for junior Professionals. The programme will include training at specific career intervals as well as managed initial assignments. These staff members will participate in a centrally managed placement programme designed to afford them the benefit of at least two assignments under two different supervisors in their first four to five years of service. Promotion to the P-3 level will be contingent on satisfactory performance in these assignments and demonstrated mobility and adaptability to the differing functional requirements of the global Secretariat.

18. All entry-level Professional staff will participate in an enhanced orientation programme at Headquarters. Designed as a supplement to the on-the-job training each staff member will acquire during his or her initial work

assignments, this programme will build a general awareness of the overall work of the Organization as well as a basic foundation of the knowledge, skills and global service perspective required for a career in the international civil service.

19. To provide entry-level staff with the necessary support to build a solid foundation for future professional growth, the Office of Human Resources Management will maintain a central register of staff placements and will support and monitor their progress on a regular basis. Managed assignments within and between duty stations will be centrally organized, with the participation of the heads of all offices and departments, so as to ensure that junior Professionals are exposed to a full range of organizational experiences and developmental opportunities.

20. The Secretary-General notes that the General Assembly, in section I, paragraph 11, of its resolution 49/222 A, requested him to "integrate, for budgetary presentation and management purposes, Professional posts P-1 and P-2, and P-3 and P-4", and requested that those "recommendations be implemented on an experimental basis in his proposed programme budget for the biennium 1996-1997". The Secretary-General further notes, however, that in the context of considering his proposed programme budget for the biennium 1996-1997, the General Assembly considered his report on the procedures and norms for the creation, suppression, reclassification, conversion and redeployment of posts. 3/ By resolution 50/214, the General Assembly approved the 1996-1997 programme budget, specifically approving the comments and recommendations of the Advisory Committee on Administrative and Budgetary Questions as expressed in chapter I of its first report on the proposed programme budget for the biennium 1996-1997. 4/ As a result, on the advice of the Advisory Committee, the General Assembly approved the Secretary-General's recommendations that the following procedures be applied:

(a) When there is no net change in the distribution of posts in the programme budget as approved by the General Assembly, the Secretary-General would have the flexibility to reclassify posts up to the P-5 level;

(b) Should the Secretary-General change the distribution of posts through reclassification by plus or minus 0.5 per cent in each grade, ensuring that the existing appropriation is not exceeded, the changes would be submitted to the General Assembly for approval.

The Secretary-General will exercise the flexibility accorded to him under General Assembly resolution 50/214 to facilitate the movement of P-1, P-2 and P-3 staff through a system of managed staff assignments. In so doing, he will ascertain that the relationship between the overall numbers for each grade is maintained and that existing appropriations are not exceeded.

2. Further staff development programmes

21. Varied staff development and training opportunities for all categories of staff are formulated within the framework of the overall strategy for the development of human resources and aim to strengthen the Organization's present

and future capacity, and meet the development needs and career aspirations of individual staff. As stressed in the strategy, responsibility for career growth and development is shared by the Organization, which must provide managerial assistance and structural support, and by the individual staff member, who must be prepared and committed to self-management, professional growth and adaptability.

22. All staff development and training programmes are focused on priority areas identified for organizational growth and performance needs. For example, in support of the development of a cadre of staff to serve in key senior administrative positions, both at headquarters duty stations and in field operations, a programme has been designed to provide comprehensive training in the principles and rationale underlying United Nations management policies, practices and procedures in all areas of administration, including human resources management, finance, budget, procurement and support services. The programme aims at strengthening capabilities to ensure accurate and consistent practice across duty stations. The programme also provides training in communications skills.

23. A special training programme for administration of peacekeeping operations was established in late 1994 with these same goals in mind. To date, four sessions have been held, with some 70 persons trained for administrative functions in the field. A new programme to identify and train potential chief administrative officers for mission assignment has been developed and will be launched in January 1997. In addition to training in the targeted skills areas for key senior administrative positions, the 12-week programme emphasizes management and leadership skills, particularly with respect to supervising diverse staff in field situations. It includes extensive on-the-job training. Mission-readiness workshops covering daily mission life, stress management, administrative, legal and health issues, as well as basic logistics, have thus far prepared some 200 staff members for field assignments.

24. Another key training area is information technology. Programmes aim at developing core skills for staff at all levels to work in an increasingly computerized work environment and enlarging the base of specialist skills required to design and implement information systems that automate work processes and improve information quality required for managing decentralized operations. Instructor-led and self-study training programmes are accessible to staff and managers throughout the Secretariat in all efforts to streamline work processes and information flow.

25. By its resolution 50/11 of 2 November 1995, the General Assembly reaffirmed the importance of multilingualism, of promoting the learning of all official languages and of ensuring that adequate resources are provided for maintaining the teaching, at all levels, of the six official languages. Accordingly, the core language training programme provided courses in the six official languages to some 2,000 staff in 1995, as well as to some 500 staff of the permanent missions.

26. In order to tailor language training to the needs of the Organization and to maintain staff linguistic skills, special courses have been developed to enhance communication skills for work-related purposes. These include courses in

drafting letters, memoranda and reports; making oral presentations; conducting effective meetings; and negotiating.

27. The Organization's programme for upgrading substantive skills provides another mechanism by which departments throughout the Secretariat can ensure that the specialized competence needed to carry out substantive work is maintained and updated. The programme operates in a decentralized manner. Annual training plans are formulated by departments on the basis of their priority needs, as well as individual training requirements identified during performance management discussions. The programme exemplifies the Secretary-General's commitment to greater decentralization and delegation with accountability, and to empowering managers to assess their needs and ensure the most efficient use of resources allocated to them. Success in implementing training plans has a direct impact on the level of funding allocated to each office in subsequent years. The programme provides tools for developing the potential of staff and filling gaps in knowledge and skills, whether through internally organized training or external studies.

28. In order to take maximum advantage of all available technologies and to provide flexible, cost-effective training throughout the global Secretariat, new training methodologies, including increased use of distance learning for overseas offices, are being explored for more extensive future use. As one example, the language laboratory has been converted into a self-study and resource centre, where staff have access to materials available in print, audiotape, videotape, computer and multimedia format for individual study.

3. Managing reassignments to promote career growth

29. Managed staff assignments will also be introduced gradually for certain occupational groups, including human resources, budget, conference services, finance, procurement and support services management. This will offer cross-disciplinary opportunities essential for the acquisition or mastery of necessary skills and set a framework of required competencies and assignments, including mobility among offices away from Headquarters and field missions. These systems will continue to be supported by specially designed training programmes, such as those developed for administrative officer and peacekeeping operations administration functions (see paras. 23 and 24 above).

30. The existing system for managed assignments of language staff among the various duty stations will also be revitalized and strengthened. After receiving initial training in New York, staff will be required to serve at other duty stations and demonstrate increasing skill and adaptability. Assignments will begin on confirmation that the staff member has satisfactorily completed his or her Headquarters training requirements. Assignments will be managed jointly by the Offices of Conference and Support Services and Human Resources Management, with a view to meeting the language mix and skill requirements of the different duty stations of the global Secretariat. To achieve career advancement, staff will generally be expected to serve in a number of duty stations over the course of a career.

31. The Secretary-General strongly believes that, when carefully managed in cooperation with heads of departments and offices, managed assignment systems can contribute to building a cadre of mobile and versatile international civil servants better able to adapt to evolving mandates and requirements. They will also strengthen cooperation across duty station/departmental lines and help build a sense of organizational identity and unity of purpose.

D. United Nations staff college

32. At a time when the United Nations system is faced with increasingly complex and diverse mandates, often requiring an inter-agency and cross-sectoral approach, the Secretary-General believes that a United Nations staff college has significant potential for enhancing opportunities to provide integrated, responsive and cost-effective staff training in areas of system-wide concern. The staff college curriculum, being developed in consultation with organizations in the common system, will aim not only to enhance substantive knowledge and technical skills but also to convey a system-wide vision of goals, strategies and opportunities for coordinated action. Financed entirely through extrabudgetary sources, the staff college will not duplicate, but rather will complement organizational capabilities, by offering multidisciplinary and cross-sectoral training within a system-wide perspective. Areas identified for initial programmes include peacekeeping and peacemaking, complex emergency management, management development and operational activities for development. Staff college activities should be geared to facilitate standard-setting and networking throughout the system and encourage a more broadly shared management culture. As such, the staff college is viewed as an important component of the Secretary-General's overall approach to reform.

E. Conditions of service

33. Efforts to build a stronger international civil service inevitably raise questions of conditions of service, in particular those related to career status and compensation. As such, the Secretary-General shares fully the concerns expressed by the United Nations system of organizations, through its Administrative Committee on Coordination, which stress the critical need to ensure competitive conditions of service that would enable these organizations in their diversity to attract and retain staff of the highest calibre. Most organizations are operating at present under conditions of serious financial constraints and uncertainty. Many are undergoing major reforms and restructuring processes. Ensuring competitiveness in conditions of service must be viewed as an integral part of this necessary reform process.

34. In the period ahead, it is of the utmost importance that there be a twofold approach: the active, continuing pursuit of efficiency, enhanced performance, including managerial performance, and structural and management reform; and, an equally active pursuit by the International Civil Service Commission (ICSC) of the measures required to fully ensure competitive conditions of service in accordance with the Noblemaire principle. Both of these objectives form part of established General Assembly policy. Both must be pursued vigorously and in a mutually reinforcing way.

35. Special mention must be made of the granting of career appointments. A separate report will respond to the General Assembly's request, in section II, paragraph 5, of its resolution 49/222 A, for "proposals on what proportion of appointments should be made on a fixed-term basis". The report will analyse the current ratio of permanent versus fixed-term appointments, and present proposals for the consideration of the General Assembly. In all circumstances, however, the Secretary-General wishes to reiterate the importance of maintaining and strengthening a core, independent international civil service of the highest calibre, with conditions of service to sustain it, and management programmes and practices that work to keep it vital and responsive to the needs of the international community.

F. Reform of the internal system of justice

36. At its forty-ninth and fiftieth sessions, the General Assembly reviewed the proposals of the Secretary-General for reforms of the internal system of justice. 5/ The proposals were developed through lengthy and difficult global Staff Management Coordination Committee consultations with a view to strengthening the internal system of justice in two contexts: facilitating the earlier resolution of disputes before they become formal appeals; and professionalizing the appeals and disciplinary machinery. The overall goal of the proposed reforms is to establish a system that is more consistent, fair and transparent, with increased professionalism and efficiency.

37. At its resumed fiftieth session, the General Assembly, in its resolution 50/240 of 7 June 1996, decided to invite its Sixth Committee to examine, as a matter of priority, at the beginning of the fifty-first session, the legal implications of the proposals on the reform of the internal system of justice, and to request its Fifth Committee to revert to the question at the fifty-first session.

38. Pending the General Assembly's full consideration of the proposed reform, greater emphasis has been placed on the early review of contested administrative decisions with a view to settling as many as possible, and conciliation is being pursued prior to litigation.

G. Staff-management relations

39. The Secretary-General's strategy calls for a maximum sharing of information with staff representatives and the staff at large to build better communication and trust among staff and management. This goal has been pursued vigorously, maximizing the use of existing information vehicles, such as the Secretariat News, and creating such new information channels as Management Update and the electronic cc:mail bulletin board INFOSTAFF, all of which are available to Secretariat staff worldwide. A special multimedia communications campaign for the Staff Adjustment, Redeployment and Transition (START) Programme was specially designed to keep staff informed of every aspect of the 1996 Early Separation and Staff Redeployment Programmes. As part of the Programme, special personnel notes were circulated to all duty stations and "town meetings" convened with Headquarters staff at large. In addition executive officer

briefings were filmed and sent to all duty stations so that all staff would be kept up to date on how the processes were going. Staff representative bodies were consulted and informed, as appropriate, of all measures taken to effect the required staffing reductions to implement General Assembly resolutions 50/214 and 50/215.

40. Throughout the reporting period, staff-management consultations at the local Joint Advisory Committee and the global Staff Management Coordination Committee were conducted in accordance with chapter VIII of the Staff Regulations and Rules. Information was shared and the views of staff representatives taken into account to the fullest extent feasible in developing policies and undertaking initiatives impacting on conditions of service and the welfare of staff. Experience has demonstrated that constructive staff-management consultations can support the organizational change endorsed by Member States.

41. Experience has also shown, however, that changing the management culture has required changes in the approach to staff-management consultations. The implementation of General Assembly resolutions 50/214 and 50/215, the introduction of the Performance Appraisal System, and the development of the proposed reforms of the internal system of justice illustrate the critical need to ensure that staff-management consultations remain advisory to the Secretary-General.

III. STRENGTHENING OPERATIONAL SUPPORT: HUMAN RESOURCES PLANNING, RECRUITMENT AND ADMINISTRATION

A. Human resources planning

42. In endorsing the Secretary-General's human resources management strategy, the General Assembly provided a modest capacity within the Office of Human Resources Management to introduce human resources planning intended to project organizational human resource requirements to match operational needs and set strategies for timely action to train and develop staff or take recruitment action. Comprehensive, timely and reliable data on the staff worldwide are minimum requirements, which, although not yet readily available, are foreseen through global implementation of the Integrated Management Information System (IMIS). However, using the database currently maintained within the Office of Human Resources Management on worldwide staffing, the Office's human resources planning role is being expanded over the medium term to develop attrition projections per occupational group and identify human resource needs that can eventually be fulfilled through succession planning dependent on reliable staff skills inventories, staff development support, career support structures and focused recruitment, particularly through national competitive examinations, targeted at meeting occupational needs, improving geographical balance and achieving gender parity. In drawing the present and future profile of the human resources of the Secretariat and its strengths and weaknesses, strategic human resources planning will achieve a higher predictability of needs, and thereby improve related cost controls.

B. Streamlined process for filling vacancies

43. The Secretary-General's strategy emphasizes the continuing placement and recruitment of staff with the highest standards of efficiency, competence and integrity in the context of the broadest possible geographical distribution and gender balance, in accordance with Article 101.3 of the Charter of the United Nations. During the reporting period, efforts have been made to streamline recruitment and placement procedures and increase cooperation and communication with Member States and programme managers. Process and time reductions are being introduced and other qualitative measures are being fine-tuned in meeting departmental staffing needs in the most timely and effective manner.

44. As part of the Secretariat's cross-cutting efficiency measures, following on consultations with Member States through the Fifth Committee of the General Assembly and with staff representatives through the global Staff Management Coordination Committee, the system for filling vacancies will be streamlined in autumn 1996. As a result, the Secretariat expects to reduce the estimated time for filling a vacancy. This will require advanced planning of vacancies, optimized use of electronic communications means and targeted candidate searches. As in the past, the full cooperation and support of Member States will be sought. The Office of Human Resources Management is working with programme managers to project human resources needs at the earliest stage and, thereby, avoiding ad hoc, unsatisfactory arrangements and delays, and the perception that candidates have already been selected for vacancies even before they are advertised.

C. Recruitment

45. Effective recruitment planning and processes, while important under stable circumstances, become vital to an organization undergoing significant change. They must be forward-looking and highly dynamic, not only in anticipating and harnessing the various forces of change impacting the Organization but also in responding to change with flexibility and speed. They must work to redress gender imbalance and the unrepresentation and under-representation of Member States in the composition of staff. With this in mind, over the reporting period, the Secretariat's focus has been on the following areas.

1. Pro-active recruitment: a more focused search for candidates

46. Historically, weak human resources planning and the passive nature of recruitment practices have led to lengthy delays in filling vacancies. As a result, vacancy announcements are often circulated only after a post is vacated, and managers generally seek to fill posts through new, or extensions of, short-term appointments as a temporary measure permitting continued programme delivery. Broad worldwide advertising often attracts a large number of candidates. The time-consuming screening processes and pre-disposition of programme managers to select candidates either known to them or brought to them through known sources create tension in the selection process. Recent experience demonstrates that this can be avoided with better communication

between departments or offices and the Office of Human Resources Management, leading to joint efforts at the early stages of the process. General parameters for candidate searches are then jointly set and recruitment campaigns launched for groups of vacancies, as opposed to individual ones. Although employed on a very limited basis given the current restrictions on recruitment, this approach has yielded encouraging results, making it possible to roster promising candidates for expected future vacancies. As human resources planning gathers momentum and IMIS releases I and II (human resources data) operationalize at all duty stations, better advanced planning will become the norm for both recruitment and staff placement programmes.

2. Recruitment sources: strengthened cooperation with Member States

47. Member States are, and will continue to be, active participants in the recruitment process. To respond to concerns of Member States about the late receipt of hard copies, alternative means of making vacancy announcements available in electronic form are being used, including through the optical disk system and on the World Wide Web (WWW) on the Internet.

48. To support a more focused search approach, with the assistance of some Member States and organizations of the common system, the Secretariat has begun systematically to build a network of global recruitment sources and contacts. The network is designed as a series of databases segregated by region and country, as well as by occupational groups, incorporating professional associations, organizations and individual resource points. It is designed to assist primarily in filling vacancies at the senior levels as a complement to the existing system of circulating paper and electronic texts of vacancy announcements and seeking candidates. Building such contacts takes time, and the cost-effectiveness of the system will grow as databases develop further. This is expected gradually to become the preferred method of identifying qualified candidates, as experience shows that traditional methods, such as periodical and newspaper advertisements, do not often yield the best candidates and, in relative terms, are more costly and less effective.

49. The Secretariat continues to welcome the initiatives of those Member States that have established rosters of well-qualified candidates, especially women, at the national level. Experience shows that Member States with current rosters at their disposal are best equipped to present qualified candidates to compete successfully for specific vacancies in a timely manner. When normal recruitment resumes, the Office of Human Resources Management is committed to working closely with Member States to tap into their best human resources qualified and available for service with the United Nations.

(a) National competitive examinations

50. Annual and structured recruitment through the national competitive examination process will continue to target unrepresented and under-represented countries. In 1995, 12 examinations were held in 21 Member States and, in 1996, 16 examinations were held in 19 Member States. To the extent possible, subregional examinations have been convened as a means of maximizing outreach to

unrepresented and under-represented Member State candidates, while minimizing operational expenditures. During the period January 1995 through June 1996, 51 candidates from 24 Member States were recruited through the P-2 national competitive examination process. Over the same period, six candidates were recruited from four Member States through the P-3 national competitive examination process. In accordance with the Secretary-General's strategic plan of action to improve the status of women in the Secretariat, 6/ as endorsed by the General Assembly at its forty-ninth session, 7/ the examination was open to General Service staff who otherwise met the criteria for application. The results of this exercise are not yet finalized.

(b) Internship programme

51. While the campus recruitment strategy was not pursued under current recruitment and budget restrictions, the internship programme was revamped and expanded as a means of encouraging a new generation of interest in the work of the United Nations. Approximately 375 graduate students were placed in Headquarters departments during three different two-month programmes throughout the year. Students carried out non-remunerated assignments under the supervision of staff, providing excellent resources for participating departments and a valuable learning experience for the interns.

52. In an effort to diversify participation in the programme, universities in North America were canvassed to locate students who are nationals of unrepresented or under-represented Member States. As a result, of the 142 students placed in the summer 1996 enrolment, 44 were from the following 14 unrepresented or under-represented Member States: Angola, Armenia, Azerbaijan, Georgia, Italy, Japan, Kyrgyzstan, Latvia, Norway, Republic of Moldova, South Africa, Tajikistan, Turkmenistan and Ukraine. There are indications that the programme could be further expanded for such Member States if it were possible to identify limited extrabudgetary resources to provide the students with a stipend during their internship period. Currently, the Secretariat has neither the authority nor the financial resources to do so. Programme improvement has been made possible by the provision of support by one Member State for the management of the internship programme, in response to paragraph 7 of section I of General Assembly resolution 49/222 A.

53. Internship programmes are administered on a smaller scale locally at other duty stations. The format and structure of these programmes vary somewhat from the Headquarters programme, as they are reflective of the distinct needs of the various offices, the characteristics of the regions and the availability of qualified students.

3. Structured interviewing and teleconferencing

54. As envisaged in the Secretary-General's strategy, over the past 18 months, the Office of Human Resources Management has designed and conducted structured panel interviews of candidates. While these interviews are the norm in general recruitment, specially focused group exercises are selectively employed, in view of the cost in terms of staff time to develop and conduct them. In such cases, interview material consisted of real or plausible cases designed to elicit the

reactions of candidates to situations highly relevant to the job under recruitment. Such techniques as group exercises designed to demonstrate such personal attributes as leadership and managerial ability are also utilized. The Office of Human Resources Management has recently begun utilizing teleconferencing techniques to interview some candidates offsite at other duty stations and in the context of national competitive examinations.

D. Improving the status of women in the Secretariat

55. With the adoption of its resolution 49/222 A and, again, by its resolution 50/164 of 22 December 1995, the General Assembly endorsed the Secretary-General's strategic plan of action for the improvement of the status of women in the Secretariat. 6/ The plan of action sets out a number of measures to improve, both quantitatively and qualitatively, the status of women in the global Secretariat.

56. Chief among these measures are the strategies to meet the target levels of representation set by the Secretary-General and the General Assembly for women in posts subject to geographical distribution, particularly at the policy- and decision-making levels. An important step forward in this regard is the issuance of administrative instruction ST/AI/412, which, for the first time, sets out in one comprehensive format affirmative measures put into place over the years by the Secretary-General. This instruction can be seen as a blueprint of practical steps for implementing the Secretary-General's plan of action. In view of the ongoing financial and budgetary situation of the Organization and related human resources management measures, these guidelines also give special attention to safeguarding the gains achieved in the representation level of women in the Secretariat.

57. As a result of these measures and the attention of the Secretary-General, his Special Adviser on Gender Issues, his senior management team, the Steering Committee on the Improvement of the Status of Women in the Secretariat, and the Office of Human Resources Management, particularly its Focal Point for Women, it has proved possible to sustain the progress made in improving the representation of women to reach 35.1 per cent by 30 June 1996 overall, with 17.9 per cent of posts at the Principal Officer (D-1) level and above encumbered by women. While still falling short of targeted levels, these modest increases from 34.3 and 17.1 per cent in June 1995 are significant when considered in the context of staffing reductions.

58. As part of the overall efforts to improve the working environment for all staff, a number of measures are being pursued to introduce more flexible working hours, job-sharing, spouse employment, and child and elder care. Measures are being taken to enhance gender sensitivity through the inclusion of gender issues in People Management Training Programmes, as a specific goal in the new Performance Appraisal System, and in efforts to create within the United Nations workplace an environment that is free of all forms of harassment, including sexual harassment and harassment based on gender, religion, or ethnic or national origin. Further details on the specific actions taken with respect to improving the status of women in the Secretariat are reflected in the report of

the Secretary-General on the subject to the General Assembly at its fifty-first session. 8/

E. Human resources administration

59. During the course of 1995 and 1996, the Office of Human Resources Management redesigned its working structures and processes to introduce the "one-stop shopping" concept for client departments. In the initial phase, over the spring and summer of 1995, the Office of Human Resources Management cross-trained staff in such areas as benefits administration, recruitment, staff placement and promotion and job classification so that clusters comprising resident "experts" could provide a full range of support to the departments they serve, from recruitment through separation of staff. Job satisfaction and client-responsiveness have increased as staff have grown into their expanded functions.

60. In addition to streamlining the process for filling vacancies and in the spirit of seeking greater efficiencies, total quality management techniques have been applied to benefits administration processing. Initial efforts include the redesign of education grant and housing allowance processing, including the development of macros in the introduction of electronic benefits processing, as part of the efforts of the Office of Human Resources Management to maintain services with reduced staffing resources. As another efficiency and cost-reduction measure, the preparation and maintenance of the Organization Manual (ST/SGB/Organization) has been redesigned and reassigned within the Office.

F. Implementing General Assembly resolutions 50/214 and 50/215: corporate role and operational support of the Office of Human Resources Management

61. While the reorganization and redesign of operational human resources management support has moved forward, General Assembly resolutions 50/214 and 50/215 have necessitated the introduction of a number of special human resources management measures to meet mandated vacancy rates and cost reductions. These measures have required concerted efforts on the part of the staff of the Office of Human Resources Management, executive offices and human resources management offices at offices away from Headquarters.

62. As reported to the General Assembly at its resumed fiftieth session, 9/ the Secretary-General would take all possible steps to mitigate the negative impact on the staff; separations, on a voluntary basis if at all possible, would be required and care was being taken to avoid prolonged uncertainties that could affect the morale and productivity of the Secretariat. To achieve this, and after consultation with staff representatives worldwide through the global Staff Management Coordination Committee, the Secretary-General approved a three-phased programme designed to achieve staff reductions while preserving organizational viability and performance with minimum negative impact on the international civil service and the legitimate career expectations of staff.

63. The Office of Human Resources Management has been working with programme managers throughout the global Secretariat to complete the three-phased programme over the six-month period from April through September 1996. This compressed time-frame was necessary to meet budgetary reductions while minimizing the negative impact on programme delivery and on staff morale, uncertainty and stress. Every effort was therefore made to involve staff and management in the START Programme, launched and sustained through a multidimensional communications programme that shared information with staff and programme managers and sought their immediate involvement and shared responsibility at all stages.

64. The first stage of the START Programme comprised normal attrition, the expansion of the 1995 Early Separation Programme and the conduct of a second Early Separation Programme in April 1996, with criteria modified from that applied in the 1995 Programme. The 1995 Early Separation Programme was conducted within the parameters set out in the Secretary-General's human resources management strategy, 10/ as noted by the General Assembly in resolution 49/222 A, section I, paragraph 8. As such, the Programme was viewed as an opportunity to change the mix of skills available in the Secretariat, specifically at its senior-most levels, and to offer opportunities for early separation of staff who were no longer contributing to the optimum benefit and expectations of the Organization or to their personal satisfaction. The criteria were subsequently modified to become part of the early response to the Secretariat's budgetary constraints. The 1996 Early Separation Programme was, from the outset, an essential part of the introduction of the cost reductions and vacancy rates required under General Assembly resolutions 50/214 and 50/215.

65. By completion of the 1996 Early Separation Programme in early May 1996, programme managers had arrived at a preliminary indication of which posts would be "frozen" and which functions could be performed differently to achieve mandated vacancy rates and cost reductions. The next weeks were devoted to making a final determination and informing staff identified for redeployment, through the conduct of individual and comparative review processes that enabled the Organization to take into account the performance, career experience, contractual status and seniority of staff when considering them in the light of existing and future needs. The staff redeployment programme, to be completed by August/September 1996, seeks to place these staff members in positions for which they are qualified throughout the global Secretariat and to minimize involuntary separations. Placements are to be effected within one month of completion of the process. If necessary, the third phase of the Programme, involuntary separations, will take place immediately upon the conclusion of the staff redeployment process.

66. Throughout the process of implementing mandated cost reductions and vacancy rates, the Office of Human Resources Management and its counterparts at overseas duty stations have offered counselling as well as outplacement training and support to those leaving the Organization. This has been accomplished within existing resources and has included training support in résumé preparation, job interviewing and search skills, as well as counselling and advice on visa issues and restrictions applicable at the different duty stations. Such support has been met with much appreciation. Experience also highlights the need for a more systematic inclusion of these issues and the provision of further support as

staff approach career transitions both within and outside the United Nations. The Office of Human Resources Management also issued a Manager's Guide to Down-sizing, which informs managers of the typical reactions they could expect from staff undergoing career changes or job loss and gives practical suggestions on how to cope with such situations, including dealing with continued uncertainty and changes affecting the managers themselves.

67. Exit interviewing is being employed as staff leave service as a means of evaluating their experience and learning the reasons (other than normal retirement) for separation. A structured interview of approximately one hour is conducted. Staff are asked to complete a Separating Staff Opinion Questionnaire to evaluate satisfaction in such areas as compensation, information received about organizational priorities and policies, human resources management policies and practices, immediate supervisor's management methods, recognition and cooperation levels, performance feedback and career satisfaction and support. As the system has only recently been introduced, preliminary data will be available towards mid-1997. Eventually, separating staff profiles will be developed (keeping the identity of participating individuals confidential) and the data will be used to identify areas and formulate strategies where further work is required to enhance staff job satisfaction and maximize performance. The data and strategies will be shared with managers at all duty stations.

IV. DECENTRALIZATION AND DELEGATION OF AUTHORITY

68. Since the 1980s, headquarters duty stations at Geneva and Vienna, the regional commissions and Nairobi offices have enjoyed a range of delegated authority in many aspects of human resources administration of entitlements. For the United Nations Offices at Geneva and Vienna and the Department of Peacekeeping Operations with respect to field missions, this delegation was expanded and enhanced over the course of 1994 and 1995 to encompass additional discretionary decisions in such areas as the classification of posts against ICSC-established standards, the administration of staff benefits and selected recruitment functions. Limitations have been maintained in areas so dictated by General Assembly resolutions and the Staff Regulations and Rules, particularly where shared global standards must be applied. The latter includes such areas as appointment decisions for staff in the Professional and higher categories as a means of safeguarding such principles as equitable geographical distribution and gender balance. In each area of delegated authority, the Office of Human Resources Management has set guidelines, provided training and back-up support and overseen a quarterly reporting system as a means of monitoring the actions taken under the delegated authority.

69. The United Nations Offices at Geneva and Vienna and the Department of Peacekeeping Operations report that this further decentralization has empowered them with greater authority to administer the human resources at their disposal and streamline administrative processes. Benefits include increased managerial responsibility and ownership and, therefore, focus on managing the human resources entrusted to them; expedited action through streamlined processes, including consultative processes; and improved management responsiveness to local needs, encouraging programme goal support.

70. Experience over 12 months indicates a need for careful attention to ensure that increased delegation of authority is supported by a sustained consistency of approach and commitment to global organizational goals, as enunciated by the General Assembly and the Secretary-General. Delegated authority in human resources management must be accompanied by commensurate delegated financial authority, so that managers are empowered with greater decision-making authority over, and direct accountability for, all of the assets entrusted to their care. With strong, central leadership and the further development of a management culture that is performance driven and globally integrated, as well as a cadre of mobile, trained and experienced senior and chief administrative officers, it will be possible, over the course of the next two to three years, to build a stronger worldwide network of "outposted" management support, responsive to local programmatic needs, that is also consistent with overall, centrally driven policies and standards.

71. Further increased delegation of authority must also be supported by the development of good managers at all levels who feel connected to the global Secretariat and view themselves as part of an integral whole, bound by General Assembly resolutions and Secretary-General decisions. Uneven decision-making must be promptly discerned and corrected, to avoid inequitable treatment of staff, negligence or the misuse of authority or assets. Enhanced people management skills gained through the systematic training of all managers (see paras. 9-14 above) and managerial accountability and responsibility strengthened through, inter alia, the performance appraisal system are two important components of the strategy that will permit the Secretary-General to continue to expand both the scope of the delegated authority and the departments and offices to which such authority can be effectively delegated.

72. The anticipated benefits of further decentralization and delegated authority are many. Empowerment and accountability of local management, streamlined processes and more efficient servicing of programme support needs are among the most often cited. In the area of human resources management, however, enhanced delegation of authority within a global Secretariat in a stable financial environment will make it increasingly possible to manage more effectively the Organization's greatest resource - its staff.

V. CREATING A SUPPORTIVE WORK ENVIRONMENT: ENCOURAGING STAFF HEALTH AND WELL-BEING

73. In his strategy, the Secretary-General emphasizes the importance of creating a work environment that encourages staff well-being and, thereby, optimizes their contribution to the work of the Organization. This aspect takes on added importance in the context of a situation of fiscal uncertainty and sizeable staff reductions.

A. Health and well-being

74. Throughout the global Secretariat, increased attention has been given to health-enhancing programmes in order to assure the reduction of service-incurred injuries and illnesses, to improve overall staff health and productivity, and

thereby reduce absenteeism and disability. Staff members are encouraged to undergo periodic medical examinations and to make use of special occupational health-screening programmes. For staff members in special occupational categories that require high health standards, periodic medical examinations will be made mandatory and a substance abuse screening policy is being developed. For peacekeeping and other mission assignments, pre-mission medical briefing and appropriate immunization are provided and post-mission medical examinations will be mandatory. In cooperation with the Department of Peacekeeping Operations, guidance and support are offered in dealing with stress, and special programmes have been developed for dealing with post-traumatic stress syndrome, although resource limitations have seriously restricted the services that can be offered.

75. United Nations Medical Services provide clinical services to both headquarters and field staff. Equipment and skills of these services are continuously updated. At Headquarters, all New York-based staff, including those of the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA), are offered periodic medical examinations, which at present include screening for tropical diseases, additional health-risk factors and early detection of certain cancerous conditions. Medical services to United Nations, UNICEF and UNDP/UNFPA field staff and their recognized dependants are provided through the recently upgraded 45 United Nations dispensaries throughout the world. When necessary, field staff members are evacuated to assure their access to adequate medical care not available at their duty station. Approval to evacuate has been largely delegated to heads of offices in the field. Whenever possible, on-site assessments of field duty stations are conducted to evaluate health conditions and medical facilities. Regional medical evacuation centres are also periodically reviewed and updated. The results of these inspections are also reported to the United Nations system of organizations through an ICSC/ Consultative Committee on Administrative Questions (CCAQ) working group.

76. Group and health education is also provided and staff are encouraged to join such health-enhancing programmes as smoking cessation, weight reduction, the diabetes club, and nutrition and cancer seminars. Moreover, in response to World Health Assembly resolution WHA.46.8 and in recognition of the danger posed by "passive" or "second-hand" smoking to the general well-being of staff, smoking was further restricted at United Nations Headquarters buildings effective 24 October 1995.

B. Dealing with HIV/AIDS in the workplace

77. During 1995 and 1996, special attention was devoted to raising management and staff awareness of the United Nations policy on HIV/AIDS and to the support services available to staff challenged by the disease. In November 1995, with a special message from the Secretary-General, the United Nations HIV/AIDS Personnel Policy and the World Health Organization's AIDS and HIV Infection: Information for United Nations Employees and their Families were reprinted in a booklet distributed desk to desk to all Secretariat staff members worldwide. On 26 January 1996, a round-table discussion led by a world-renown HIV/AIDS medical expert, medical experts both at Headquarters and in the field and staff

experienced in providing counselling support focused on dealing with HIV/AIDS in the United Nations workplace and on defining ways in which the Organization can set the example in enabling its staff to confront the disease with realism and practicality. Working together with staff representatives, management, in particular the United Nations Medical Services, has established various formal and informal channels for counselling and support to staff, including a confidential telephone hotline. Work is also continuing in cooperation with UNAIDS to address matters of shared concern to the United Nations system of organizations.

C. Dealing with harassment, including sexual harassment, in the workplace

78. With intentionality and conviction, the Secretariat is also taking steps to deal with harassment, including sexual harassment, in the United Nations workplace. With extrabudgetary and consultant support, a joint staff-management task force has developed a questionnaire to gauge the degree to which staff at all duty stations perceive discrimination and harassment to exist in the United Nations workplace, the adequacy of existing policies and mechanisms for dealing with them when they occur, and measures that staff would wish to see taken to improve existing policies and mechanisms. The results of the survey, expected in early 1997, will be used to permit the global Secretariat to define the various forms of discrimination and harassment as they pertain to the United Nations work environment and strengthen existing policies and mechanisms for dealing with such situations when they occur.

VI. EVOLVING ROLE OF THE OFFICE OF HUMAN RESOURCES MANAGEMENT

79. The Office of Human Resources Management is moving to fulfil the broader, policy-setting and corporate support role within the global Secretariat envisaged for it in the strategy. Incremental moves to increase the delegation of authority to programme managers in such areas as human resources and benefits administration highlight the potential efficiency and *in situ* effectiveness to be gained, as long as such delegation is carried out under global policy guidelines, with adequate training and functional support, and with systematic monitoring and human resources auditing. In working to these ends, the Office of Human Resources Management is gradually enabling its staff to take on its monitoring role and the management - as opposed to benefits and human resources administrative - functions required to introduce the dynamic human resources planning, performance management and career development systems that have proved to be so elusive over the past decade. At the same time, on behalf of the Secretary-General, the Office maintains corporate responsibility to oversee the effective day-to-day deployment and management of the Organization's human resources.

VII. LOOKING TO THE FUTURE

80. The goal of the Secretary-General's strategy for the management of the Organization's human resources is as valid today - if not more so - than when first presented to the General Assembly in 1994. Success in developing and implementing a modern human resources management system for the Secretariat worldwide is inextricably linked to the Organization's ability to meet the programme and mandate requirements set for it by Member States. The reason for this is clear: people are the greatest asset of the United Nations. Staff costs represent approximately three quarters of its budgeted resources. As individuals and as a corporate whole, they constitute the intellectual and physical capacity of the Organization to meet the needs of the international community.

81. How well these human resources are managed impacts directly not only on the delivery of organizational mandates and programmes, but also on the degree to which the Organization can sustain its present and build its future capabilities. Effective human resources management combined with competitive compensation would enable the United Nations to attract and retain staff of the highest calibre, by encouraging and enabling them to "make a difference" and maximize their contributions to the work of the Organization. The results of a 1995 staff survey show this is the primary motivation of staff.

82. Increasingly mobile and versatile through a system of managed assignments, focused staff development and varied work opportunities, United Nations staff will grow in their skills and broaden their perspective. Over the coming years, management structures will be strengthened to support the concept of an independent career international civil service, building on performance management and enhanced staff-management and management-management communications that incorporate individual goals and overall career planning. Modern human resources management within the global Secretariat will strive to build on improved programme and people management skills to incorporate each staff member within a structure that renders his or her work, and therefore performance, an integral and important part of fulfilling organizational mandates.

83. Human resources management support will focus on developing and supporting recruitment and placement systems, which revitalize staffing support through continued competitive examination intake at the entry level and encourage the introduction of specialist and managerial support at the more senior levels to meet the changing skill requirements of the Organization, while working towards equitable geographical distribution and gender parity. To further improve service to programme managers, corporate human resources management policy and service will be further strengthened and delegation of authority and managerial accountability further expanded as appropriate, and processes streamlined.

84. Realistically, however, this vision is clouded by the spectre of continued budgetary constraints and uncertainty. Precisely when they are most critical to preserving organizational performance capabilities and viability, investments in staff development and technological growth, as well as career mobility and development opportunities, are difficult to sustain in an era of downsizing. New performance management and career support systems will confront the

challenge of maintaining management and staff focus on building for the future and encouraging focus on performance, while addressing the implications of continuing reductions in the core workforce of the Organization.

85. As the United Nations begins its second half century, it is only fitting that it should continue to strive to be a model employer that offers the highest quality management, an exemplary work environment, competitive conditions of service and responsive standards of performance. Human resources management within the global Secretariat must continue on the path of longer-term, rational planning, with a corporate overview that builds in operational effectiveness; one that is streamlined in structure and in resource requirements; and, one that demonstrates equitable geographical representation and gender parity.

86. Mindful that it represents a long-term endeavour, the Secretary-General remains committed to implementing the measures set out in his strategy for the management of the Organization's human resources. With the continued guidance and support of Member States, he remains confident of success in achieving the goal of modernizing the Secretariat's human resources management system and creating a management culture and work environment that optimizes staff and, thereby, organizational performance.

Notes

1/ A/C.5/49/5.

2/ Resolution 50/240 and decisions 50/483, 50/484 and 50/485.

3/ A/49/339 and Corr.1.

4/ Official Records of the General Assembly, Fiftieth Session, Supplement No. 7 and corrigendum (A/50/7 and Corr.1).

5/ A/C.5/49/13, A/C.5/49/60 and Add.1 and 2 and Add.2/Corr.1, A/C.5/50/2 and Add.1.

6/ A/49/587 and Corr.1, sect. IV.

7/ General Assembly resolution 49/222 A, sect. III.

8/ A/51/304.

9/ See A/C.5/50/57.

10/ A/C.5/49/5.